MINUTES
eWISACWIS QUALITY IMPROVEMENT PROJECT
STEERING COMMITTEE
MENDOTA MENTAL HEALTH CONFERENCE CENTER
MADISON, WI
JUNE 22, 2005

PRESENT: Jon Angeli, Grant County Department Of Social Services; Mark Campbell, Department of Health & Family Services (DHFS); Bill Fiss, DHFS; Julie Jensen, Marathon County Department Of Social Services; Stuart Maples, Manitowoc County Human Services Department; Dee Jay Miles, Green County Human Services; Jesse Mireles, Waukesha County Department Of Health & Human Services; Sarah Mueller, Sheboygan County Health & Human Services Department; Allen Parks, Brown County Department Of Human Services; Lori Bastean for Erik Pritzl, Dane County Department Of Human Services; Sue Reinardy, DHFS; Mark Sarvela, Bureau Of Milwaukee Child Welfare; Alan Stauffer, Waupaca County Department Of Health & Human Services; John Tuohy, DHFS; Jenell Venne, Bureau Of Milwaukee Child Welfare – Site 5; and Denise Webb, DHFS

ALSO PRESENT: Gary Groth, DHFS; Mary Ellen Havel-Lang, DHFS (recorder); Amy Johnson, CGI –AMS; Steve McDowell, DHFS; Joyce Rose, DHFS; Peter Tropman, The Management Group; Beth Wydeven, DHFS; Dave Verban, The Management Group (co-recorder); and Mary Jo Keating, Office of Justice Assistance; and Brian Wagner, DHFS (part of the day)

EXCUSED: Diane Gates, Lacrosse County Human Services; and Tom MacDonald, Lafayette County Human Services

WELCOME

The Project's Executive Sponsor, Sue Reinardy, welcomed all and gave a brief overview of the Project.

INTRODUCTION

Each member introduced themselves and explained what they hope to get out of their participation on the Project

INTRODUCTION OF THE QUALITY IMPROVEMENT PROJECT & RESULTS OF THE eWiSACWIS SURVEY (Repeat of the PAW/TAW Presentation)

A PowerPoint presentation was given by Mary Ellen Havel-Lang regarding the comment section of the November eWiSACWIS Survey. The presentation can be found on the web at http://www.dhfs.state.wi.us/qi/SurveyResults.pdf

**QUALITY IMPROVEMENT PRESENTATION &
NEXT STEPS TO ORGANIZE THE PROJECT**

Peter Tropman from The Management Group presented and facilitated a discussion about the components of Quality Improvement (see http://www.dhfs.state.wi.us/qi/ptropmanppt.pdf).

The following concepts were discussed:

- Fit between purpose and function and applications – "What is the core?"
  - o Re-visit the original mission of WiSACWIS – what drove the development of it?
  - o System needs to be designed with the assumption that counties and social workers are the customer.
  - o Too much information is demanded in the system.

- Relationship between practice standards and application
  - o Current family assessment and case plan are problematic, but at least we have a standard one – could review and work to change the assessment/plan.
  - o We should focus on business practices and processes and how system supports them.

- Balance of authority over decision-making
  - o Should balance meeting federal standards, workers' expectations and having supervisors approve to assure compliance.

- Policy development process
  - o Committee should identify whether scope of project includes policy and philosophical drivers of design and development.
  - o Review program standards and polices that drive system design.
  - o Federal requirements specify overall system requirements, but do not tell states the exact requirements. State is responsible for meeting the overall requirements.

- Quality and accuracy of data
  - o Question quality of the data.
  - o Some social workers may be motivated to move through the screens as fast as they can, whether the information they enter is right or wrong. Some times there are strict timelines that must be met.
  - o Need to drive an understanding among social workers of the value of the information they are entering.

- Managing and controlling growth of complexity
  - o The system should be simplified, but we are adding one more thing without taking other things away.

- Utility to families
  - o Need to tie the use of the system to deliverables for families and kids. We should prioritize things that will most directly impact and support families.
  - o Workers will comply better if they see a stronger connection to helping families.

- Usability and time studies
  - Some committee members expressed that more time was spend with families, than on paperwork before eWiSACWIS.
  - Time spent on paperwork versus families is not a relevant measure – we must measure outcomes based on (out of home placements, other mandated measures).
  - Counties are not staffed to do child welfare work the way WiSACWIS requires.
  - "Time drain" is driven by policies and practices, WiSACWIS is only one piece of puzzle.

- Focused feedback/ongoing communication to end users
  - Need lots of feedback to users – let people know their voices are heard; clearly communicate about the facts and nature of system fixes and changes.
  - eWiSACWIS team should respond to specific problems raised in survey and let users know how they have responded.

- Strengths – state-wide data management system should be built upon
  - Big accomplishment to have a statewide data system – can now access records for people who may have been involved in another county's system. Build on the strengths of the system.

- User focus – define users, map supports, evaluate training needs
  - Recognize there is no single user. There is a range of users with different needs and skills. Target training and ongoing support to build skills across users.

- Understanding Change management process
  - Make changes and enhancements more transparent – make sure users see connection between their input and changes that are made. Also, analyze the enhancement data like survey data – should tell us something about user experience.

- Thinking out of the box about getting this done (efficiency, technology, staffing, resource allocation)
  - Maximize efficiency – consider other ways to get the "rocks up the hill".
  - Improved efficiency may include system changes, better training, different use of resources. For example, should social workers again be allowed to dictate their case notes and have support staff in the county enter that information into the system?

Ideas On How To Proceed

- Focus on change management.
  - How suggestions for enhancements or changes to the system work through the process to become reality.

- Time Study
  - Gather some baseline data on time spent using the system.
  - Must gather some data on "time spent", since that complaint is such a key driver of this project. If not, the complaints will still be there a year from now.

- Key process re-engineering
  - Second user survey actually shows improvement – but comments reveal real problems. These comments must be addressed, but we should pick the right category to work on.
  - Process is different in each county – can't analyze whole process; pick a particular system of work to study.

- Should we tackle the entire system?

- Staffing, process and organizational needs analysis
  - Take a wider look at how organizational processes could better achieve the needed outcomes – other state committees are in place to address such changes.
  - Review the state/federal/SACWIS requirements.
  - Gather baseline data on staff skills – untrained, trained, supervisors, others

- Analyze best practices in counties where it's working well
  - Some counties needed to change business processes to do eWiSACWIS; other counties were already implementing most or all of the processes incorporated in eWiSACWIS. Check out the learning curve differences between those counties.

- Follow survey to determine the project; sort all comments into:
  - Bugs/Enhancements
  - Workflow issues
  - Business practices
  - Training and support (i.e. non-technical issues)

- Evaluate:
  - How well WiSACWIS is meeting its "original purpose"?
  - How well is it meeting the needs of DHFS (and federal government, by proxy)?
  - How well is it meeting the needs of county users (including usability and output)?

CHARTER APPROVAL:

Several suggestions were made to improve the Project Approach document, specifically to enhance the language of the "Goals" and "Measurement of Success" portions of the document. Sue Reinardy will update the document based on the Committee's recommendations. (See http://www.dhfs.state.wi.us/qi/QIProjectapproach.pdf).

FUTURE MEETINGS:

The Committee decided one more face-to-face meeting is necessary in order for us to determine our direction. It was also suggest that we have interim telephone conference or web cast contact so that we can keep the momentum of the Committee going.